



# the leadership research workshop (lrw)

Welcome,  
**willpollard**,  
you have 0  
messages,  
0 are new.  
March 14,  
2004,  
06:10:49 PM

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**News:** A provisional Lancaster Conference programme is now available from the Downloads section.

1 [Specific Leadership Discussion / Distributed Leadership / Re:Welcome](#) on: February 01, 2004, 11:54:53 AM

**Started by Keith Grint | Last post by jgold**

It's a shame this mb doesn't attract more traffic because the idea of Distributed Leadership needs a lot more discussion and is attracting a great deal of interest, especially in education. Will Hutton in last week's Observer referred to DL in his report on a comprehensive school in East London - go to <http://observer.guardian.co.uk/comment/story/0,6903,1125572,00.html>

However, my fear is that DL is already being hijacked by those who seek a new version of empowerment of others by single leader.

 [reply](#)  [quote](#)  [notify](#)

2 [Specific Leadership Discussion / Distributed Leadership / Distributed Leadership project](#) on: January 11, 2004, 05:57:33 PM

**Started by jgold | Last post by jgold**

This is a US project that has been running for some time under the 'leadership' of Dr Jim Spillane. The theoretical underpinnings are Activity Theory and Distributed Cognition.

There are some really good resources to download including key paper such as

Spillane, James P., Rich Halverson, & John B. Diamond. (2001). "Investigating School Leadership Practice: A Distributed Perspective." *Educational Researcher*, 30(3):23-28

and

Spillane, J., Halverson, R., Diamond, J. (2003). Towards a Theory of School Leadership Practice: Implications of a Distributed Perspective. *Journal of Curriculum Studies*.

The site is:

<http://dls.sesp.northwestern.edu/>

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3 [Specific Leadership Discussion / Business Leadership / Leadership and Management](#) on: January 01, 2004, 02:47:20 PM

**Started by bensimo | Last post by bensimo**

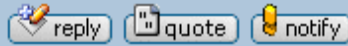
The subject of leadership in a business environment has had much attention from authors. There are styles, techniques, visions, charisma et al, all concerned with the leader and written by people who have little or no experience leading people and meeting a large payroll. Most of these books and their info have little or only passing value to managers and executives.

There are exceptions. One is "Good to Great" by Jim Collins which relates how extensive research disclosed that management's humility and resolve combined with picking the right people achieved results far superior to charisma and vision. The "great" companies far outshone their competitors for long periods. The only problem is that Collins does not provide the specific "how tos" managers at every level need in order to create the high motivation required to achieve "great". In addition, his findings require that one "picks the right people" and not develop them.

The answer to Collins is that there are "hows tos" based on values and ordinary people can be led to excellence.

"Leadership Skills - How to Unleash the Power of People" available at <http://www.bensimonton.com> provides not only the "how tos" but also the whys which point the way to the hows. In fact, the book's whats, whys and hows are all based on common values (such as honesty, forgiveness, forthrightness, fairness, integrity, humility, trust, admission of error, industriousness, perseverance, et al) because these and only these are what people actually follow.

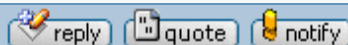
Take a look [www.bensimonton.com](http://www.bensimonton.com)



**4 General Category / General Discussion / what happened?** on: December 30, 2003, 01:55:21 PM

**Started by willpollard | Last post by willpollard**

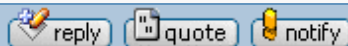
Hello,  
I'm beginning to resurface so checked this site for signs of something from the conference.  
Have I missed it or did all discussion go offline?  
Any comment at all or links to free content?  
Maybe there's a CD at reasonable price?  
hoping to find out something  
best  
Will



**5 Specific Leadership Discussion / Distributed Leadership / Re:Welcome** on: November 06, 2003, 09:49:47 AM

**Started by Keith Grint | Last post by Keith Grint**

Siew Yee,  
Peter informs me that this book is only half completed - but he will get there!  
Keith



**6 Specific Leadership Discussion / Distributed Leadership / double loop learning** on: November 05, 2003, 11:46:54 AM

**Started by willpollard | Last post by willpollard**

I have copied this here as it seems the best place now that 'distributed leadership has a space. My comment below

-----  
Re: Collective Leadership??  
« Reply #5 on: November 04, 2003, 12:01:49 PM »

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Maybe a pedantic point, but I am a bit wary of "distrubuted leadership" as a concept. Does it mean it is shared around, and if so, is the distribution done unto the leader-ettes, or is a share taken by each? If so, it implies the share of leadership each takes must be from somewhere it otherwise resides. Is this not just delegation? If it is not delegation, it is anarchy, because it implies the (shall we say workforce?), can simply sieze those aspects of the leadership function they want, leaving the then disfunctional rump of duties and responsibilities they don't want to grab.

On another tack, has anyone got a model "call for papers" for a leade3rship conference they can mail me to [Leadership@ntlworld.com](mailto:Leadership@ntlworld.com) ?

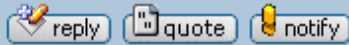
george

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My interest in this comes from trying to work with quality systems and to work out how learning might happen. In ISO9000 there is 'system review' and 'corrective action'. Some of what contributes to 'leadership' happens as systems review or changes in strategy. 'Corrective action' has more limited scope but can raise issues for review.

I have tried to relate this to single loop / double loop learning as in Argyris and Schon approach to organisational learning. 'Duties and responsibilities' are not as clearcut as might be assumed. Also some of the individual learning remains private or contributes to looking for a new job.

It is interesting that the texts on the welcome message are both about education as a context for distributed leadership. There is support for low levels of inspection plus high levels of training and respect for judgement.

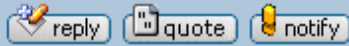
I am trying to make a connection between quality systems and management learning. Recent study on Deming suggests that leadership can include support for an environment in which many people feel able to contribute. <http://www.learn9.net> update soon....



7 General Category / leadershipresearchworkshop.com / Re:Collective Leadership?? on: November 05, 2003, 11:33:39 AM

Started by [mcyrhul](#) | Last post by [willpollard](#)

I have replied to this in the new section on distributed leadership that appears near the start of this board.

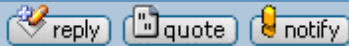


8 Specific Leadership Discussion / Distributed Leadership / Re>Welcome on: November 04, 2003, 05:48:26 PM

Started by [Keith Grint](#) | Last post by [Siew Yee](#)

Someone might be more up-to-date than I am but is Peter Gronn's "Distributed Organizational Leadership" published already and if so who are the publishers please? I placed an order for this book months ago with Amazon and they finally cancelled the order. Now they are categorising it as unavailble. Furthermore, Information Age Publications which I understand to have been the publishers have not got it on their Leadership Horizon Series listing anymore. Further info anyone?

Siew Yee



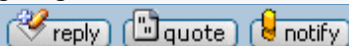
9 General Category / leadershipresearchworkshop.com / Re:Collective Leadership?? on: November 04, 2003, 12:01:49 PM

Started by [mcyrhul](#) | Last post by [George Edwards](#)

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george

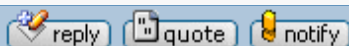


10 General Category / leadershipresearchworkshop.com / Re:Collective Leadership?? on: November 04, 2003, 11:25:20 AM

Started by [mcyrhul](#) | Last post by [willpollard](#)

There is a new topic heading for Distributed Leadership so I suggest we use that one.

I think we can claim such things happen within an organisation of some kind.



[Return to the board index.](#)